

How to Succeed With Volunteers-In-Parks

60-Minute Module Series

DELEGATION

Training Guide

TRANSPARENCIES

**National Park Service
Volunteers-In-Parks Program**



Guide to Transparencies

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How Good Are You at Delegating?

Learning Objectives

- Discuss any attitudinal resistance to delegation
- Appraise values of responsible delegation
- Explain differences between doing, directing, dumping, and delegating
- Name procedures and skills involved in delegation
- Propose appropriate levels of authority when delegating

Key Concepts

Concept 1

Many difficulties in delegation relate to attitudes, understanding, and organizational rewards.

Concept 2

It is important to understand the benefits of delegation.

Concept 3

Following the cardinal rules of delegation will help you succeed.

Concept 4

Deciding on the proper level of authority to release is a critical element of delegation.

Why Is Delegation Difficult?

Good Managers Delegate

Getting the Job Done

- **Doing**
- **Directing**
- **Dumping**
- **Delegating**

Delegation

- Mutually agreed-upon results
- An appropriate levels of authority
- Needed support and training
- A follow-up system which allows you to inspect what you expect

What Are the Benefits of Delegation?

Cardinal Rules of Delegation

1. Assess the work requirements and the corresponding abilities/time availability of the volunteer
2. Give assignment in terms of desired results, not activities
3. Define the level of authority for the job
4. Clearly communicate any guidelines and assess the volunteer's understanding of them
5. Make resources and training available

Cardinal Rules of Delegation (continued)

6. Determine criteria for success
(i.e., how results will be measured)
7. Set up checkpoints, deadlines and
systems for reporting
8. Provide feedback and recognition
9. Watch out for reverse delegation!

Levels of Authority in Delegation

Level 4

No authority for self-assignment

Level 3

The authority to recommend
self-assignment

Level 2

The authority for self-assignment
provided regular progress reports
are received

Level 1

The authority for self-assignment